



The Influence of Leadership Style and Organizational Culture on Employee Performance Mediated by Work Motivation in the Multinational Company Pt. German Eta in Indonesia

Ismatud Diyanah ^{a*}, Suharto ^a and M. Taufiq Noor Rokhman ^a

^a Master of Management Malang, Wisnuwardhana University, Indonesia.

Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

Article Information

DOI: 10.9734/AJEBA/2024/v24i41275

Open Peer Review History:

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/114092>

Original Research Article

Received: 21/12/2023

Accepted: 29/02/2024

Published: 02/03/2024

ABSTRACT

PT. ETA is a foreign industry in Indonesia that must always innovate continuously to improve the performance of its employees. Employee performance does not only include individual productivity but also their contribution to achieving the organization's strategic goals. This research aims to find out how leadership style and organizational culture influence employee performance through the mediation of work motivation. The sample taken using a saturated sampling technique consisted of 35 respondents from the total team management of 11 departments in the company PT. ETA. Data analysis used in research uses Path Analysis. The results of data analysis show that leadership style has a significant effect on performance, while organizational culture has no effect on performance. Meanwhile, leadership style and organizational culture influence work motivation. There is no visible impact from investigating mediating variables on the relationship between work motivation and organizational culture as well as leadership style and performance.

*Corresponding author: E-mail: diyanahazzahra@gmail.com;

Keywords: Leadership style; organizational culture; employee performance; work motivation.

1. INTRODUCTION

In the era of globalization and rapidly developing information technology, competition in the electronics industry sector is increasingly fierce. Companies around the world are trying to stay relevant and compete effectively in this ever-changing market. PT ETA Indonesia is one of the main players in this industry, which is amidst significant challenges and opportunities

PT. ETA Indonesia is a foreign capital company from Germany which is engaged in manufacturing electrical components such as circuit breakers, relays and sockets, and produces various types of circuit breakers ranging from household, industrial, automotive to aircraft such as Airbus and Boeing, etc. In Indonesia, ETA was founded in 1997 under the name PT. ETA Indonesia was first located in Pasuruan Regency, East Java. PT. ETA Indonesia wants to meet the sharply increasing market needs, especially in the Southeast Asia region. ETA Indonesia again expanded its production and opened new offices and facilities in 2008, this time in Berbek Industri, Sidoarjo Regency, East Java. The majority of business administration and production procedures were transferred to Berbek Industri. (<https://www.eta.co.id/home/>)

PT. ETA is a foreign industry in Indonesia that must always innovate continuously and improve the performance of its employees. Employee performance not only includes individual productivity but also their contribution to achieving the organization's strategic goals. At a time when business continues to change due to rapid technological changes and an increasingly complex world environment, it is important to understand what influences employee performance and how companies can improve it.

One of the methods used by PT. ETA to determine employee performance is to apply KPI (Key Performance Indicator) standards. KPI is a tool used to measure how effective a company is in achieving its business goals. Simply put, Key Performance Indicator is a term used to refer to the main performance indicators that need to be implemented by various organizations. <https://www.gamedia.com/literasi/key-kinerja-indikator/>

The following is a graph of the Key Performance Indicator achievements of PT employees. ETA Indonesia in 2022.

Based on this graph, we can see the achievements based on PT's 2022 key performance indicators. ETA Indonesia shows that the performance of its employees is still not optimal and is still far from the company's targets.

To overcome the phenomenon mentioned above, researchers created a measurement model to assess variables using the indicators that form these variables. The variables studied in the measurement model are leadership style, organizational culture, employee performance, and work motivation.

To improve staff performance, it is critical to identify a leader with the right leadership style in the morning PT. ETA, according to Kartono [1]. Khairizah et al. [2] defines leadership style as the way a leader instructs his subordinates on how to complete a task. Tjiptono [3] defines leadership style as "a method used to communicate with subordinates", in contrast to Hersey [4] which defines it as "a leader's pattern of behavior (words and actions) that is perceived by others."

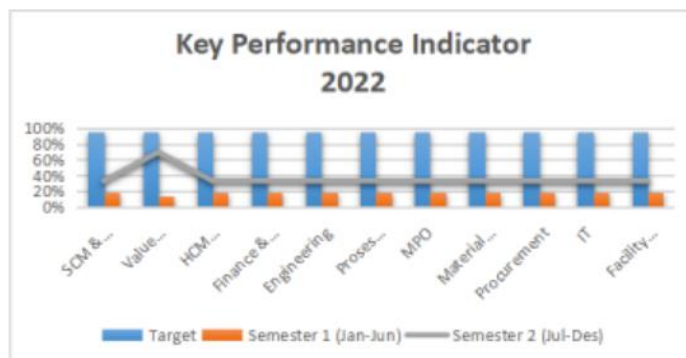


Fig. 1. Key Performance Indicator 2022

Previous research by Khan et al. [5], Lai et al. [6], Erri et al. [7], Rivai [8], and Coal [9] who looked at the relationship between leadership style and employee performance came to the same conclusion. Elyana et al. [10], Mardiani and Sepdiana [11], and Hendri and Kirana (2021) presented different findings and came to the conclusion that employee performance is not influenced by a leader's style.

Organizational culture together with leadership style is the most important component that is considered to influence employee performance. According to William Stern [12], the two elements that determine individual performance are the individual and the organizational work environment. According to Anthony & Govindarajan [12], organizational culture consists of shared beliefs, life values, behavioral norms, and assumptions that are indirectly accepted and demonstrated throughout the organization. Additionally, Anthony & Govindarajan [12] states that these elements are the basis for observing employee behavior, thinking, collaboration, and interaction with their environment. If the organizational culture is good, employee work performance can increase and contribute to the company's success.

According to Sule and Saefullah [13], organizational culture is defined as the principles and habits adopted and implemented by an organization that are related to the environment in which it operates. Many experts say that company culture can be the basis for change and success. Therefore, a lot of research has been carried out to find values or standards of behavior that can greatly influence the success of a company, Abdul et al. (2003:708).

Previous research by Paaisi and Josep [14], Aryani et al. [15], Believers [16], Pratama and Elistia [17], and Sitio [18] tested the impact of organizational culture style on employee performance and found that there was quite a large influence. Sugiono and Rahajeng [19] and Sabuharia et al. [20] came to the conclusion that employee performance is not influenced by company culture.

PT leadership style. ETA will have a significant impact on employee motivation. How well a leader develops each employee's motivation will determine how well he or she uses his or her leadership style to inspire others to achieve a goal. Carton [21] confirms that a leader's communication style can influence how

motivated his team members are at work if they can inspire their team members to work.

Work motivation is something that can encourage employees to work optimally for the company. Winardi [22] states that employees who have high work motivation will try to fulfill their needs to produce maximum performance. One of the things that can encourage employees to give their best for the company is work motivation. Highly motivated employees will try to fulfill their needs to achieve the best level of performance, according to Winardi [22]. Gary (2016) states that work motivation comes from several internal or external processes that produce an enthusiastic attitude.

At PT. ETA Indonesia, conducted a study on the influence of organizational culture and leadership style on employee performance, with work motivation as a mediating factor, based on the phenomena mentioned above and existing empirical studies. The purpose of this research is to find out how organizational culture and leadership style influence employee performance.

2. THEORETICAL REVIEW

2.1 Leadership Style

Leaders use an opinion-based leadership style [1] to teach its employees how to do the work assigned to them. According to Tjiptono [23], "leadership style is a method used to communicate with subordinates". Another opinion was also expressed by [24] that "leadership style is a pattern of behavior (words and actions) where a leader's actions can be felt by others".

2.2 Organizational Culture

Schenider [19] said organizational culture is rooted in organizational history, mutual trust, and is not easily changed. According to Andrew Brown [19], patterns of beliefs, values and ways of learning emerge from experiences that have developed throughout an organization's history. The behavior of organizational members also shows this. Therefore, it can be said that organizational culture is a pattern of beliefs and values that are instilled by all employees in carrying out their work as a correct way of thinking, understanding and feeling about related problems. In the end, this culture becomes the values or standards in the organization.

2.3 Employee Performance

According to Sinambela et al. [19], employee performance refers to the worker's capacity to carry out certain activities. Employee performance is very important because it shows the employee's ability to complete the assigned tasks. To achieve this, it is necessary to establish appropriate, measurable and widely defined reference standards. Mangkunegara [19] defines employee performance as the result of the quantity and quality of work completed by an employee in carrying out his obligations and responsibility. According to Mangkunegara [25], performance is the implementation of employee duties and the achievement of work results that meet quality and quantity standards in the organization. According to Simanjuntak, performance is the extent to which goals are met to provide the desired results [25]. Performance, in the words of Rivai, is the actual behavior displayed by each individual as a result of their function in the organization. The degree of achievement determines the company's performance.

2.4 Work motivation

Motivation is something that encourages someone to do something, according to Edy [25]. Therefore, motivation is often referred to as driving a person's behavior. According to Rivai [25], motivation is a collection of attitudes and values that influence a person to achieve certain goals. Maslow [25], there are five levels of the hierarchy of needs, each of which is displayed as an indicator of motivation. The first is physiological needs, which include the needs of life after death, such as food, drink, housing, clothing, rest, etc., which are the most basic

needs that a person must fulfill to survive. The second need is the need for security, which includes the need for protection

3. METHODS

3.1 Population and Sample

The sample taken using a saturated sampling technique amounted to 35 respondents from the total management team from 11 departments in the PT company, ETA. Details of the management team can be seen in Table 1 as follows:

3.2 Operational Definition and Variable Measurement

This research was conducted as an empirical investigation. Systematic testing of the proposed hypotheses and operational variables will be presented in Table 2.

The Likert scale paradigm was used to assess research variables. This method measures the respondent's attitude by indicating whether they agree or disagree with the questions asked on a scale of 1–5. Specifically, a score of 5 indicates “Strongly Agree” (SS), “Agree” (S), “Neutral” (N), “Disagree” (TS), and “Strongly Disagree” (STS)

3.3 Analysis Method

Path Analysis is a data analysis technique used in research. Path diagrams are used as a guide for complex hypothesis testing in path analysis, a type of multiple regression application. This path analysis can be used to calculate the magnitude of direct and indirect effects.

Table 1. The details of the management team

No	Divisi/Department	Jumlah Team
1	SCM Business Development	5
2	Value Creation	3
3	Human Capital Management	2
4	Finance and Administration	3
5	Engineering	2
6	Process Optimization	4
7	Management Produksi dan Operasi	5
8	Material Handling	3
9	Procurement	3
10	Information Technology	2
11	Facility Management	3

Table 2. Systematic testing of the proposed hypotheses and operational variables

Variabel	Indikator	Item	Sumber	
Gaya Kepemimpinan (X1)	1. Struktur Prakarsa	1. Menyusun bagian kerja	Busro (2018:251)	
		2. Hubungan Kerja		
		3. Tujuan		
	2. Pertimbangan	4. Kepercayaan		
		5. Pengambilan gagasan		
		6. Tingkat Kepedulian		
Budaya Organisasi (X2)	1. Kesadaran diri anggota organisasi	7. Anggota mendapatkan kepuasan atas pekerjaannya	Edilson (2016)	
		8. Anggota berusaha untuk mengembangkan diri dan kemampuannya		
		9. Anggota menaati peraturan peratuean yang ada		
		10. Anggota penuh inisiatif dan tidak selalu tergnatung pada petunjuk pimpinan		
		11. Anggota menetapkan rencana dan berusaha untuk menyelesaikan dengan baik		
	2. Keagresifan anggota organisasi	12. Setiap anggota saling menghormati dan memberi salam saat berjumpa		
		13. Anggota saling membantu		
		14. Masing-masing anggota saling menghargai perbedaan pendapat		
	3. Kepribadian anggota organisasi	15. Anggota selalu mengutamakan kualitas dalam menyelesaikan pekerjaannya		
		16. Anggota selalau berinovasi untuk menemukan hal-hal baru dan berguna		
	4. Performa anggota organisasi	17. Setiap anggota selalu berusaha untuk bekerja dengan efektif dan efisien		
		18. Setiap tugas-tugas tim di lakukan dengan diskusi dan disinergikan		
		19. Setiap ada permasalahan dalam tim kerja selalu diselesaikan dengan baik		
	5. Orientasi tim anggota organisasi	20. Ketrampilan dalam bekerja		Sedarmay anti (2010)
		21. Potensi pengembangan ilmu melalui pelatihan		
22. Penyelesaian pekerjaan yang yang sesuai dengan waktu				
23. Kemampuan pegawai				
2. Keahlian	24. Latar belakang Pendidikan			
	25. Sikap pegawai dalam bekerja			
3. Prilaku	26. Loyalitas Karyawan			
	27. Hubungan dengan karyawan			
	28. Hubungan pimpinan dengan karyawan			
4. Kepemimpinan	29. Partisipasi pimpinan			
	30. Bertanggung jawab pribadi dalam mengambil keputusan			
Motivasi Kerja (Y1)	1. Kebutuhan untuk berprestasi	31. Antusias berprestasi tinggi	Hasibuan (2016)	
		32. Konsistensi menjalankan tugas sesuai		

Variabel	Indikator	Item	Sumber
		dengan keputusan yang telah di sepakati	
3. Kebutuhan berafiliasi		33.	Keinginan untuk bekerja dengan orang lain
		34.	Keinginan mengambil resiko
		35.	Keinginan bekerja lebih baik dari orang lain
4. Kebutuhan untuk berkuasa		36.	Komunikasi kepada sesama karyawan
		37.	Pemimpin terhadap bawahannya
		38.	Kerjasama antar karyawan

4. RESULTS

4.1 Path Analysis Results

The researcher concluded the proportion of variation in the dependent variable explained by the independent variable based on the results of the analysis path shown in Table 3.

Table 3 shows the coefficient of the leadership style variable (X1) of 0.492 or 49.2%, which shows that the better the performance, the better the leadership style. Meanwhile, the coefficient for the organizational culture variable (X2) is 0.192 or 19.2%, which shows that the better the organizational culture, the better the employee performance will be. And the coefficient for the work motivation variable (Y1) is 0.406 or 40.6%. This shows that increasing work motivation will be followed by increasing work motivation and increasing performance.

The significance value of the leadership style variable (X1) is 0.002 and work motivation (Y1) is 0.033, which is smaller than the error rate (α) of 0.05. This provides the conclusion that leadership style and work motivation have a significant effect on performance. Meanwhile, organizational culture (X2) of 0.297 is greater than the error rate (α) of 0.05. This results in the conclusion that organizational culture has no significant effect on employee performance.

The leadership style variable (X1) has a coefficient of -0.362 or -36.2% based on the regression results in Table 3. This shows that there is an assumption that employee work motivation will decrease as leadership style increases. Meanwhile, the coefficient for the organizational culture variable (X2) is 69% or 0.690. This shows the idea that increased work motivation will occur after improving corporate culture.

The significance value of the leadership style variable (X1) is 0.008, greater than 0.05. It can be concluded that leadership style (X1) has no significant effect on work motivation (Y1).

Meanwhile, the significance value of organizational culture (X2) is 0.000, which is greater than 0.05. It can be concluded that organizational culture (X2) has no significant effect on work motivation (Y1).

4.2 Sobel Test Results

Baron and Kenny [26] call a mediating variable if the variable influences the relationship between exogenous variables and endogenous variables. The mediation model has the hypothesis that exogenous variables influence the mediator variable which in turn influences the endogenous variable Table 4.

Sobel test results in Table 4 show that work motivation mediates the influence of leadership style on performance, with a p-value of 0.343, higher than the statistical significance level of $\alpha = 5\%$. Furthermore, work motivation acts as a mediating factor between the value of organizational culture variables and performance, with a p-value of 0.325 which is higher than the statistical significance value at $\alpha = 5\%$. The research findings indicate that company culture and leadership style cannot influence employee performance through work motivation.

5. DISCUSSION

Leadership style plays an important role in shaping employee performance. Leadership that is supportive, motivating and provides clear direction can increase employee productivity and job satisfaction. Paying attention to positive relationships, providing recognition for employee achievements, and creating a conducive work environment can increase motivation and loyalty, thereby directly influencing better performance. On the other hand, authoritarian or unsupportive leadership can cause discomfort in the workplace, thereby harming employee morale and performance. Therefore, understanding and applying appropriate leadership styles plays an important role in improving employee performance in an organization.

Table 3. Proportion of variation in the dependent variable

Pengaruh Antar Variabel	Koefisien Jalur	C.r.	P - Value	Ket
Gaya kepemimpinan → Kinerja karyawan	0.492	3,353	0.002	signifikan
Budaya organisasi → Kinerja karyawan	0.192	1,060	0.297	Tdk signifikan
Gaya kepemimpinan → Motivasi kerja	-0.362	-2.483	0.008	signifikan
Budaya organisasi → Motivasi kerja	0.690	5.418	0.000	signifikan
Motivasi Kerja → Kinerja karyawan	0.406	2.233	0.033	signifikan

Table 4. Influence between variables

Pengaruh Antar Variabel	Koefisien Jalur	C.r.	P - Value	Ket
Gaya kepemimpinan → Motivasi kerja → Kinerja Karyawan	0.172	-0.493	0.343	Tidak signifikan
Budaya organisasi → Motivasi Kerja → Kinerja karyawan	0.162	0.983	0.325	Tidak signifikan

The results of the analysis show that the performance of PT employees is influenced by the style of a leader. ETA in Indonesia. PT workers. ETA is usually more appropriate for group leaders who take the initiative to initiate and direct tasks and activities. This type of leader usually assigns tasks precisely, defines roles and tasks, and gives clear instructions. A leadership style that focuses on organizing, planning, and achieving goals. Leaders with an Initiative Structure style play an important role in providing framework and clarity in carrying out tasks, helping the group achieve efficiency, and directing team members towards common goals. Organizational culture has an important role in shaping employee performance. A culture that supports collaboration, innovation and positive values can increase employee motivation and engagement, thereby having a positive impact on productivity and work quality. On the other hand, a culture that is not in line with or does not support organizational values can give rise to dissatisfaction, conflict and decreased performance. Therefore, organizations need to build and maintain a culture of motivation, strengthen shared identity, and create a positive work environment to improve employee performance holistically.

The analysis findings provide evidence that company culture does not have much influence on the performance of PT workers. ETA in Indonesia. This occurs due to a lack of aggressive nature in members of the organization, including a lack of initiative and always depending on the leadership's instructions, employees are less able to set plans and make less effort to complete the work well. Apart from that, there is also a lack of awareness

of the importance of organizational culture among members of the organization, such as employees not being satisfied with their work, not making enough effort to develop themselves and their abilities, and not obeying existing regulations.

High level of motivation from PT leadership. ETA can encourage employees to pursue their goals with full dedication, increase productivity, and create quality work results. Motivation comes from internal factors of PT employees. ETAs such as personal satisfaction, sense of accomplishment, and identification with organizational goals tend to have a more sustainable impact than external motivation. Management of PT. ETAs that can understand the needs and expectations of individual employees, and provide recognition for their achievements, can create a work environment that spurs motivation and has a positive influence on employee performance.

The analysis findings provide evidence that ETA staff performance is influenced by their work motivation. ETA in Indonesia. This shows that there is a reasonable need for achievement, which includes the need to fulfill obligations and achieve goals at work as well as the courage to take risks. This drive takes precedence over the desire to conform and the desire to become an expert at a particular task.

Work motivation acts as a mediator that connects leadership style with employee performance. An effective leadership style will inspire PT employees. ETA and providing positive encouragement can trigger high motivation

among employees. This motivation then becomes the main driver for increasing the performance of PT employees. ETA, results in better dedication, creativity and productivity. Thus, work motivation functions as an important bridge that connects the direct influence of leadership style with optimal performance results.

However, the results are different from the results of data analysis, the results of the analysis found evidence that work motivation cannot mediate leadership style on the performance of PT employees. ETA Indonesia. Work motivation as mediation provided by the leader does not contribute to the influence of leadership style on employee performance. PT. ETA.

PT organizational culture. ETA should support positive values and provide space for individual growth and development to stimulate employee motivation. This motivation in turn becomes the main driver for improving performance, creating a productive work environment, and providing a positive impact. Therefore, PT. ETAs seeking to improve employee performance should focus on building a motivating organizational culture, along with efforts to encourage and maintain individual motivation within the context of company values.

This finding is different from the results of data analysis which shows that work motivation is not a mediating factor in the influence of company culture on the performance of PT employees. ETA Indonesia. The influence of corporate culture on PT employee performance is mediated by work motivation. Employee performance is not influenced by company culture in any way by ETA. ETA for PT.

6. CONCLUSION

Based on data analysis and discussion regarding the problem of how to improve the performance of PT employees. ETA Indonesia through leadership style, organizational culture and work motivation, in conclusion employee performance through leadership style at PT. ETA Indonesia. Leadership style as an initiative structure can further improve performance. Leaders with this style tend to provide clear directions, assign roles and responsibilities, and organize tasks in detail. A leadership style that focuses on organizing, planning, and achieving goals. Leaders with an Initiative Structure style play an important role in providing framework and clarity in carrying out

tasks, helping the group achieve efficiency, and directing team members towards common goals.

Employee performance through organizational culture at PT. ETA Indonesia. The organizational culture that exists at PT. ETA does not contribute to improving employee performance, so leaders can remain focused on other factors that can increase organizational productivity and effectiveness. Leaders can consider evaluating and strengthening elements such as organizational structure, reward and recognition systems, employee skills development, and internal communications strategies.

Work motivation on PT employee performance. ETA Indonesia. Motivational factors such as the need for achievement, the need for affiliation, and the need to master a particular job can increase employee enthusiasm and commitment in improving performance. Leaders need to understand employee needs and expectations and create motivation strategies that suit team characteristics and organizational goals. By building a work culture that supports motivation, leaders can effectively improve employee performance and achieve better results for the organization as a whole.

Work motivation cannot mediate leadership style and organizational culture on PT employee performance. ETA Indonesia. Organizational leaders and management need to understand the dynamics and relationships between these variables to design appropriate strategies. Further research may be needed to understand the role of each element and variable influencing employee performance in specific organizational contexts. With deeper understanding, leaders can identify effective steps to improve performance without using work motivation as an intermediary.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. A Khairizah, Noor I, Suprpto A, Public JA, Administration FI, Brawijaya U. (Study of Employees at the Brawijaya University Malang Library). *J. Adm. Public (JAP)*. 2016;3(7):1268-1272.
2. Zahra D, Adytia Warman R. The Influence of Democratic Leadership Style on

- Employee Performance. *J. Kaji. Borders Between Countries*. 2020;3(1):26.
3. Arifuddin A, Lita W, Catherine S, Yingxiang S. The Influence of Leadership Style and Work Motivation on Employee Performance. *J. Markcount Financ*. 2023; 1(3):206–215.
DOI: 10.55849/jmf.v1i3.116
 4. Wijaya R. Funds and work discipline on the performance of employees at the pratama jakarta kebayoran tax services office by. 2015;65:1–12.
 5. Khan MA, Ismail FB, Hussain A, Alghazali B, The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open*. 2020;10(1).
DOI:10.1177/2158244019898264
 6. Lai FY, Tang HC, Lu SC, Lee YC, Lin CC. Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *SAGE Open*. 2020;10(1).
DOI: 10.1177/2158244019899085
 7. Masturi H, Hasanawi A, Hasanawi A, Research Innovation Journal. *J. Inov. Researcher*. 2021;1(10):1–208.
 8. Supardi and Aulia Anshari. The Influence of Transformational Leadership and Organizational Culture on Employee Performance of Ptpn Ix Batujamus. *J. Publ. Manaj. Inform*. 2022;1(1)85–95.
DOI:10.55606/jupumi.v1i1.243
 9. Batubara SS. The Influence of Leadership Style on Employee Performance in the Procurement Department of PT INALUM (Persero). *Liabilities (Educator's Journal. Accounting)*. 2020;3(1):40–58.
DOI: 10.30596/liabilities.v3i1.4581
 10. A Eliyana S, Ma'arif, Muzakki. Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *Eur. Res. Manag. Bus. Econ*. 2019;25(3):144–150.
DOI: 10.1016/j.iemeen.2019.05.001
 11. Inna Nisawati Mardiani and Yon Darwis Sepdiana. The Influence of Leadership Style and Organizational Culture on Employee Performance. *MASTER J. Manaj. Strategy. Entrepreneurship*. 2021; 1(1):1–10.
DOI: 10.37366/master.v1i1.23
 12. Daniel Dami W, John EHJ FoEh, Henny A. Manafe. The Influence of Employee Engagement, Organizational Commitment, and Organizational Culture on Employee Performance Through Job Satisfaction as a Mediating Variable (A Review of Human Resource Management Literature Studies). *J. Multidisciplinary Science*. 2022;1(2): 514–526.
DOI:10.38035/jim.v1i2.59
 13. SM Prof. Dr. HM Ma'ruf Abdullah. *Employee Performance Management and Evaluation*. 2014.
 14. Paais M, Pattiruhu JR. Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *J. Asian Financec. Econ. Bus*. 2020;7(8):577–588.
DOI:10.13106/JAFEB.2020.VOL7.NO8.577
 15. Aryani NKY, Sapta IKS, Sujana IW. The Influence of Organizational Culture and Competence on Employee Performance Mediated by Organizational Commitments in the Procurement of Goods and Services Secretariat Regency of Karangasem. *Asia Pacific J. Manag. Educ*. 2021;4(3):76–86.
DOI: 10.32535/apjme.v4i3.1270
 16. Gaya P, Dan K, Organization B. *Business Managerial Journal*. 2021;4(2).
December-March ISSN 2597-503X.
 17. Pratama G, Elistia E, Analysis of Work Motivation, on employee performance mediated by job satisfaction. *J. Econ*. 2020;11(2):144–152.
 18. Sibajat OH, Nursyirwan VI, Cahyani Y, M-Progress Scientific Journal M-Progress Scientific Journal. 2023;13(1):47–58.
 19. Sugiyono E, Rahajeng R. The influence of organizational culture, leadership style and job satisfaction on employee performance through employee motivation as an intervening variable in the food, maritime and agricultural security services of DKI Jakarta Province in 2020. *Fair Value J. Ilm. Accountant*. 2022;4(7):2691–2708.
Available:<http://journal.ikopin.ac.id/index.php/fairvalue/article/view/1211>
 20. Sabuhari R, Sudiro A, Irawanto DW, Rahayu M, The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Manag. Sci. Lett*. 2020;10(8):1777–1786.
DOI: 10.5267/j.msl.2020.1.001
 21. K. & Agustina. The Influence of Leadership Style on the Work Performance of Civil Servants in the Department of Transportation, Communication and Informatics. *Kindai*. 2018;1.
Available:<https://ejournal.stiepancasetia.ac.id/kindai/article/view/200>

22. IMD Pramana and NMA Widiastini. The influence of work motivation and work discipline on the performance of marketing employees at UD. Nyoman. Bhishma J. Manaj. 2020;6(2):122–131. Available:<https://ejournal.undiksha.ac.id/index.php/BISMA-JM/article/view/26800>
23. Mumu R, Adolfini, Palendeng I. Analysis of Leadership Style, Compensation, Education and Training on Employee Performance at PT. Hasjrat Multifinance Manado. J. Emba. 2010;3(3):1287–1297.
24. Leadership PG, Dan M, Against K, Employees K, Pt P, Sinar H. Effect of Styles of Leadership, Motivation and Compensation To. 2017;5(2):435–444.
25. Hustia A. The Influence of Work Motivation, Work Environment and Work Discipline on Employee Performance in WFO Companies During the Pandemic. J. Management Science. 2020; 10(1):81. DOI: 10.32502/jimn.v10i1.2929.
26. Aryanto U. Chapter III - Research Methods Research Methods. Method. Researcher. 2018;1:32–41.

© Copyright (2024): Author(s). The licensee is the journal publisher. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:

The peer review history for this paper can be accessed here:
<https://www.sdiarticle5.com/review-history/114092>